

Human Capital Council Terms of Reference

Purpose:

The purpose of the Human Capital Council (HCC) is to bring together all functions within NOAA associated with people in order to advance a diverse, highly skilled, motivated and effective workforce capable of accomplishing NOAA's mission. The Council serves as the principal forum through which issues affecting workforce excellence across NOAA are discussed and addressed. Challenges for consideration by the Council will focus around setting the strategic direction for Human Capital (HC) throughout NOAA and recommending strategies for shifting the culture whereby human capital is a critical element in management decision making. The HCC is directly responsible for the development and implementation of NOAA's Strategic Human Capital Management Plan, including the following:

- Aligning human capital policies, programs, processes, and systems to support accomplishment of the NOAA mission, vision, goals, and priorities.
- Providing advice on the recruitment, hiring, development, and retention of a diverse workforce with the competencies necessary to accomplish the Agency mission.
- Encouraging continuous organizational improvement and feedback, and management accountability for managing diversity, promoting a workplace free of discrimination and harassment, and addressing issues that impact productivity, retention, and mission accomplishment in order to create a responsive, high-performance culture.
- Championing HC with leadership and colleagues in respective home offices
- Ensuring NOAA has the leadership with the technical and managerial knowledge and skills needed to accomplish its strategic goals and priorities.
- Promoting knowledge-sharing, continuous learning and improvement, and a climate of open communications.
- Ensuring HC is institutionalized within the PPBES process

The Council may also consider:

- Topics requested by any of its members
- Topics referred by the NOAA Executive Panel (NEP) or NOAA Executive Council (NEC)
- Topics and or tentative decisions of any of the Committees supporting the Council, at the request of the Committee or the Council Chair.

[NOTE: The Council will not be responsible for approval of NOAA EEO Policy Statements. The EEO Program Committee will not bring EEO policy issues or specific discrimination complaint information to the HCC for consideration.]

Scope:

In order to serve its purpose as outlined in the NOAA Strategic Human Capital Management plan, the HCC has within its scope the following duties and activities.

- Identify and prioritize initiatives to support achievement of NOAA's HC goals
- Champion HC among leadership and colleagues in respective home offices
- Design and develop HC strategies as appropriate
- Monitor status and progress of HC metrics and achievement of HC goals
- Assess NOAA's future workforce goals and factor into HC priorities
- Benchmark NOAA's HC programs with public and private sector
- Enable success of the WFMO

Intended Audience:

The Human Capital Council is intended to support the human capital concerns and issues of the NOAA career workforce (General Schedule and Demonstration Project), contractors, and NOAA Corps. The HCC is not designed to support the human capital concerns of political appointees or Senior Executive Service (SES) members.

[NOTE: Operating Executive Resources Board (OERB) monitors the human capital development of members of the SES.]

Membership:

The HCC is comprised of two-year appointees by the NOAA Deputy Undersecretary (DUS), as well as the Chairs and Co-chairs of the WFM, Diversity, and EEO Committees. Appointees possess deep background, experience and/or interest in human capital and are able to think strategically with a NOAA-wide perspective. The HCC is chaired by the Chief Human Capital Officer (NOAA WFMO Director) and co-chaired by a rotating LO/CO Representative. Delegating attendance at meetings is highly discouraged. If alternates are sent to represent an HCC voting member, the alternate must be at least at the GS-15 level, and preferably a member of the Workforce Management Committee.

- Principals/Voting Members
 - Chairs of the EEO Program, Diversity, Workforce Management Committee; In the event of co-chairs, they may both attend meetings however they will only receive one vote on behalf of the committee they represent.
 - Senior executive representation from line and corporate offices and the CFO Council
- Advisors
 - Director of Corporate and Strategic Human Capital Initiatives

- Other ad hoc advisors/subject matter experts based on the issue or at the request of the Chair (e.g., Department of Commerce Employment and Labor Law Division).

Committees that Support the Council:

- Workforce Management Committee
- EEO Program Committee
- Diversity Committee

Roles and Responsibilities:

- **Council** – decision making or recommending body on NOAA wide human capital issues
- **Committees** per established charters
- **Members** –
 - Keep a NOAA-wide/corporate perspective while providing LO/CO insight/best practices
 - Discuss and decide issues before the Council
 - Lead initiatives for the Council
 - Champion the issues and decisions of the Council in LOs/COs
 - Institutionalize human capital in the NOAA culture; ensuring human capital is considered in program decision making
 - Ensure ongoing communications between an LO's/CO's HCC member, WFMC member, and CFO

Priority Setting:

The HCC members share the responsibility of determining priorities for implementing programs that help NOAA attain its strategic human capital goals. At the beginning of each fiscal year, the HCC will draft an annual operating/management plan. As part of this plan the HCC will identify the top priorities for each fiscal year and lay out a high-level roadmap, demonstrating how they will achieve progress on each priority.

Decision Making Process:

Quorum

In order for an item to be voted on by the HCC, a quorum of a simple majority of its voting members must be present.

Voting Procedures

Council decisions and recommendations will be accomplished by informed consensus. The Chairs will strive for consensus on every issue. Consensus means that each voting member accepts the proposal. Non-consensus means

that one (or more) members votes against the proposal. Where consensus is not achieved, Chairs' will have 51% of vote. Co-chairs will share a single vote. If Co-chairs do not reach consensus on their 51% vote, the issue will be automatically raised to the NOAA Executive Panel (NEP) for discussion. Any member of the council may request that a decision made by the Council be elevated to the NEP for discussion; in turn the NEP may request that any decision made by the Council be elevated to the NOAA Executive Council (NEC).

Performance Reporting:

The HCC reviews NOAA-wide and individual LO/CO performance using HC scorecards/metrics and assesses long-term HC requirements to meet NOAA's mission goals. In addition to NOAA-wide HC metrics, the Council will develop an internal set of performance metrics designed to monitor the effectiveness and efficiency of the Council. These metrics will be reviewed quarterly to evaluate progress on priorities, and guide the Council toward corrective action if necessary.

Charter:

The Human Capital Council was established to ensure that NOAA effectively recruits and advances a diverse, highly skilled, motivated and effective workforce capable of accomplishing NOAA's mission. The Council serves as the principal forum to address issues affecting human capital excellence across NOAA, and through which such issues that require Senior NOAA decisions are raised to the NEP or the NEC.

- The Council shall meet monthly, with special meetings as required.
- The Chair sets the agenda based on input from members, senior leadership, the NEP, and HCC sub-committees.
- Only those members in attendance at HCC meetings will have a vote on items discussed.
- The Chair shall arrange for Council Secretariat. Draft minutes of all meetings are published within 2 workdays of a meeting and finalized within 5 workdays.
- Standing Committees and working groups can be established as necessary to consider items of concern of the Council. Committees may make decisions within their purview without referring to the Council or may provide recommendations to the Council for consideration.

Contact Persons:

Co-Chair: Eddie Ribas, 301-713-6300

Co-Chair: John Oliver, 301-713-2239, x110

Secretary: Diane Moseley, 206-526-6062